

Community Action Plan
Robins Air Force Base, Georgia
2007 – 2009



Community Action Information Board
Integrated Delivery System

Purpose

The Community Action Plan (CAP) is a tool for community and interagency planning and coordination, with particular focus and emphasis on AFMC's Wellness and Safety Campaign (WaSC). The CAP serves as an action guide for the Robins AFB Community Action Information Board (CAIB) to establish specific outcomes or areas needing attention, identifying programs to help address those needs/achieve those outcomes, and identifying specific measures for the CAIB to use in assessing progress toward meeting these outcomes. This CAP was prepared by the Robins Integrated Delivery System and approved by the installation commander, 78 ABW/CC.

Base Mission

Robins Air Force Base is the home of the Warner Robins Air Logistics Center, the 78th Air Base Wing, and more than 30 associate units representing six different MAJCOMs. Team Robins is a vital part of the Air Force war fighting team, providing world-class logistics and sustainment support, deploying Airmen in support of Air Expeditionary Force requirements, flying the Joint STARS and KC-135 aircraft and providing combat communications support around the world 24-hours a day. The Total Force concept is a way of life at the base, with Headquarters Air Force Reserve Command and the 116th Air Control Wing, the only "blended" wing in the Air Force combining the talents of active duty Air Force members with the Georgia Air National Guard. Robins AFB is the largest industrial complex in Georgia, employing a work force of over 25,580 civilian, contractor, and military members.

Base/Community Profile and Concerns

Robins AFB is located in Warner Robins, Georgia and is a key part of Houston County. Most military members and all civilian employees live in the counties in the immediate vicinity of the base. There is a large population of military retirees in the area who are authorized and use many services provided by the base. The Middle Georgia community provides exceptional support to the base through the local chambers of commerce military affairs committees and demonstrates its commitment by adhering to the motto, "Every Day in Middle Georgia is Armed Forces Appreciation Day."

The Middle Georgia region is one of the fastest growing regions in the country. Though wages are lower than other parts of the nation, employment opportunities and housing are plentiful. Rapid growth is beginning to tax local infrastructure systems such as roadways, schools and hospitals.

The Global War on Terror continues to place increasingly heavy demands on units at Robins AFB. Expeditionary combat support units are seeing an increasing number of "in lieu of" taskings that support ground operations. These deployments often require one to two months of en route training followed by a six-month deployment attached to an Army unit. Many Airmen in Security Forces, Logistics Readiness and Civil Engineering are on their third, fourth or fifth rotation since the start of the GWOT. Aircrews from the 116 ACW and 19 ARG routinely deploy in 60 to 120-day rotations and combat communications personnel from the 5 CCG are deployed continuously in support of OIF, OEF and short-notice disaster relief operations such as Hurricane Katrina and earthquake relief in Pakistan.

The civilian workforce at Robins AFB is aging, with a significant number of employees reaching retirement eligibility in the next 5 years. Base, community and educational leaders are working together to identify future workforce needs and ensuring systems are in place to provide workers ready to handle the challenges of the next several decades.

Demographic information (From 2006 RAFB Economic Impact Analysis Statement)

	Living On Base	Living Off Base	Total
Active Duty Military	1,182	4,346	6,158
AF Reserve/ANG	0	758	758
Non-EAD Active/Res/ANG	0	615	615
Active Duty Military Dependents	2,504	6,768	9,272
GS Civilian			8,694
Federal Wage Board Civilian			4,672
NAF Civilian			612
BX Civilian			231
Contract Civilian			2,783
Private Business Civ (bank, etc.)			149
Total			34,419

Additional Factors

Several units are standing down or changing in demographics due to BRAC actions or Air Force driven personnel reductions. The replacement of military personnel with civilian employees in civil engineering and services will change not only the cultural dynamic in these units but also challenge them to find more efficient ways to meet mission demands since the base received approximately only one civilian employee for every three military members. BRAC decisions will bring a reserve Navy/Marine Corps aviation unit to the base, adding to the Total/Joint Force nature of the installation which will soon represent all components (active, guard and reserve) as well as all services.

Desired Community Outcomes for 2007 - 2009

As noted in the base mission and base profile sections, the Robins AFB community is exceptionally diverse, combining active, guard and reserve Airmen in addition to DoD civilians and contract personnel. Units calling the base home represent six different major commands and perform missions varying from supporting the war fighter in the Air Logistics Center to performing war fighting duties in the 78 ABW, 116 ACW, 19 ARG and 5 CCG. One size clearly does not fit all nor does it capture the needs of our retiree and dependent population. This dynamic makes identifying one to three desired outcomes for the Robins community exceptionally challenging. That said, we believe focusing our efforts on the following three focus areas will address the most pressing needs of our Robins AFB community.

Community Result 1: Improve Ability of Robins AFB Personnel to Deal with Deployments

A successful outcome in this arena will have active duty members, spouses and families better equipped to cope with stresses of deployments. All members would be aware of and take advantage of a wide range of services offered to help them cope before, during and after the deployment. This effort will focus on all military personnel, spouses and family members with particular emphasis on junior enlisted and officer members, spouses and family members. This area was identified for improvement in the 2006 AFCAR, particularly within the E1 to E4 demographic, as well as by the 78 ABW/CC in the wing's 2007 strategic plan.

Program Results: There are several short-term, measurable program outcomes that will measure our success in improving the capability of our members to cope with deployment pressures and stress.

a. Airmen are ready and fit to deploy and prepared to deal with reuniting with their spouses/families/friends/unit upon return.

1) Decrease discrepancies identified in PDF line and downrange (OPR: 78 LRS; OCR: All unit UDMs/all Airmen). Metrics: Number of discrepancies by unit.

2) Increase attendance of deploying Airmen at pre-deployment briefs discussing range of support services available to them/families (OPR: 78 MSS, A&FRC). Metrics: % of deploying Airmen who attend sessions.

3) Decrease incidents of legal and financial difficulties for deployers (OPR: Unit first sergeants; OCR: A&FRC, JA). Metric: % of deployers who encounter legal issues, financial issues, or family issues while deployed (we would determine we could have prevented these from happening if they had taken advantage of support services available or if our advice to them was not sufficient).

b. Spouses are prepared before, during and after their spouse's deployment to deal with the stresses associated with extended absence of their spouse.

1) Increase attendance of spouses at pre-deployment events targeted at increasing their awareness of support services available to them as well as executing actions necessary to facilitate their readiness for the deployment (i.e., powers of attorney, financial counseling, etc.) (OPR: A&FRC, OCR: Unit commanders/first sergeants). Metrics: % of spouses who attend initial pre-deployment brief and % of spouses who attend follow-on activities.

Potential activities in this area include:

- a) Use of EAP services by spouses who are DoD civilian employees.
- b) Participation in unit Key Spouse programs.
- c) Participation in Hearts Apart program.

- d) Focused TRICARE support by MDG (could include special #s for spouses of deployed members to call for appointments, referrals and other support).
- e) Awareness of/participation in Services and A&FRC activities focused on providing child care relief and other support services (Give Parents A Break, Car Care Because We Care, etc.).
- f) Others?

2) Increase spouse satisfaction with support provided by base agencies and their spouse's unit. (OPR: A&FRC, OCR: Unit commanders/first sergeants). Metrics would be collected through feedback from spouses at various points during the deployment cycle (e.g. ICE deployment survey, individual critiques).

c. Family members are prepared before, during and after their parent's deployment to deal with the stresses associated with the extended absence of their mom or dad.

1) Increase number and variety of programs offered to children of deploying members to help them deal with the absence of their mom or dad. Potential activities in this area include:

- a) High school mentor programs (OPR: A&FRC and Robins AFB School Liaison; OCR: Unit commanders/first sergeants, local school principals & teachers). Metrics would track number of schools with such programs as well as the effectiveness of the program.
- b) Provide pre-deployment activities for children of deploying members (OPR: 78 LRS/A&FRC; OCR: Unit commanders/first sergeants). We currently lack a wide range of programs aimed at helping children prepare for their parent's deployment. Possible activities include putting kids through a mock deployment line and combat skills training, briefings/activities focused on the locations where their parents are going, etc. Metrics would track the number of children who participate in these programs as well as their feedback on how well the activities helped them deal with their parent's being gone for 2 to 8 months or more.
- c) Refocus the Key Spouse program to include children. Could be similar to Big Brothers/Big Sisters staffed by parents of the deployed members unit or kid mentors who are similar in age to those whose parent is deployed (OPR: A&FRC, OCR: Unit commanders/first sergeants). Metrics: % of children/youth who participate.

2) Increase satisfaction of children of deployed members with support offered by Robins AFB agencies. OPR: A&FRC, SVS. Metric is a

survey of children/parents who participated in these programs to gauge effectiveness and opportunities for improvement.

Community Result 2: Create and deploy a comprehensive communications strategy and plan for Robins AFB Community Support Services.

A successful outcome in this area would be complete awareness by Robins AFB personnel and leaders of the wide range of support services and activities offered as well as a robust method of soliciting and getting feedback that would drive prompt changes to programs, as needed, to further enhance their effectiveness. The target population for this community result is all Robins personnel, active and retired, and their dependents. Results of the 2006 AFCAR showed that support from formal community support agencies was below Air Force average and had dropped significantly from results in the 2003 survey. Personnel who responded to the survey also cited lack of leadership support and Robins was below AFMC and AF averages in this area.

Program Result: Increase awareness of community support agencies/activities offered at Robins AFB with all personnel as well as base leadership. OPRs for this effort would be 78 ABW/PA, 78 ABW/CS, A&FRC, 78 MSG/SV Marketing Division, and IDS. OCRs are Unit commanders and first sergeants.

- a. Initial activities would include collecting baseline data to assess current levels of awareness among key demographic areas – active duty members, family members, retirees, unit leaders, etc.
- b. A series of focus groups and other marketing efforts would be used to solicit input from key groups on things such as what forums they use to get information about base activities/agencies (RevUp, internet, word of mouth, unit newsletters, etc.) and what opportunities for information sharing we're currently missing (we are considering young kids/Airmen downloading "podcasts" listing upcoming events or activities, a "myspace" type of website/chat room to target another segment of our population, other opportunities to partner with local Warner Robins or Middle Georgia agencies to help spread the word about events and services).

Community Result 3: Create/foster a culture of responsible choices/mindset of wellness and safety for all Robins AFB personnel and their families. A successful outcome in this area would ensure all personnel are aware of the consequences of risky behaviors/poor choices and reduce their participation in these behaviors/increase their ability to say no to irresponsible choices. Personnel are willing to seek help from their supervisors, wingmen and base helping agencies to correct behavior and begin down a path of making responsible choices. The target population is our most at risk age group, young enlisted and officer members between the ages of 18 and 26 as well as teenage family members. The rationale for selecting this target population is simple – we continue to see a rise in alcohol and drug related incidents with this age group of active duty members and want to ensure the teenagers who may become the Airmen of tomorrow learn now how to make responsible choices to prevent problems when they enter the service or attend

college. The NORTHSTAR portion of the 2006 AFCAR showed some Robins AFB personnel engage in secretive risk behaviors. Rates of alcohol abuse and suicidality are higher than we would like and prescription drug abuse was above both the AFMC and Air Force average. In addition, the 2006 AFCAR results showed unsatisfactory levels of marital discord and distress in response to questions dealing with emotional and physical abuse.

Program Results: There are a number of outcomes that are necessary to create the desired culture among Robins personnel. These include:

- a. Decrease incidence of alcohol and drug related issues among Robins personnel. The new Drug and Alcohol Responsibility Condition (DARCON) program was created by the Alcohol Issues Working Group and is intended to increase awareness among the population of the frequency with which these incidents are occurring as well as promote face-to-face discussion of the issues between supervisors and subordinates. The program started with the Memorial Day weekend to coincide with the kickoff of the 101 Critical Days of Summer campaign. OPR: AIWG and OCR: Unit commanders/first sergeants. Metrics to gauge effectiveness would be the number of alcohol and drug related incidents.
- b. Increase number/variety of activities that do not involve alcohol and promote responsible choices/personal wellness. The chapel ministry program in the dormitory area continues to grow each week. In Jan 2008, this program will move to the building currently being used by the housing office, providing a much needed increase in space as well as opportunity to expand the programs offered. Similar programs at other bases have proven very successful since they drive a sense of ownership among the Airmen who operate the center and offer safe alternatives to those who do not wish to drink or go to clubs on their off-duty time. OPR: 78 ABW/HC, OCR: Unit commanders/first sergeants. Metrics would include number of Airmen participating each week as well as informal feedback provided to chaplains and unit leaders.
- c. Decrease incidence of domestic abuse and violence among Robins personnel. A wide variety of activities and services are available to target improvements in this area, such as:
 - 1) Marriage classes conducted by the chapel and FAP.
 - 2) Support classes offered by Family Advocacy including Mom-to-Mom Social Support Group, Dad's 101 class for new fathers, Passport to Parenthood and the 1-2-3 Magic Parenting Class.
 - 3) Support services provided by the SARC and FAP for victims of sexual assault and domestic violence.

The OPRs are 78 ABW/HC/CVK and 78 MDG family advocacy program. Metrics would include measures tracking incidents of domestic abuse and

violence as well as sexual assaults. In addition, feedback would assess the usefulness of the services provided by surveying those who participate for ways to improve the courses.

d. Increase awareness and adoption of a wingman culture/philosophy among all personnel. Surveys continue to show a significant number of base personnel do not understand what it means to be a wingman or do not feel they have a wingman to turn to in times of need. New Wingman BOLDFACE cards and Frontline Supervisor Training will help promote this understanding but by themselves are not enough to create the culture we seek. Activities/ programs in this area could include continued emphasis on suicide prevention efforts, increased use of "Roll Call" and other opportunities for supervisors to have face-to-face contact with subordinates and stress wingman issues, etc. OPR: 78 MDG and OCR: Unit commanders/first sergeants/supervisors. Metrics: % of supervisors who received Frontline Supervisor Training, % of completed Wingman Wellness Surveys.

The members of the Robins AFB CAIB and IDS are committed to improving the support we provide to the thousands of men, women and children who work, live and play each day at Robins AFB and in the surrounding Middle Georgia communities. We believe this action plan will move us positively in that direction both in the near term and the long term.



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